



Louisiana Office of Juvenile Justice 2010 Annual Report

2010 Annual Report

DPS&C Youth Services Office of Juvenile Justice



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BOBBY JINDAL, Governor

Office^{of} Juvenile Justice

MARY L. LIVERS, Ph.D., MSW, Deputy Secretary

Welcome



The Office of Juvenile Justice (OJJ) is a young agency – we became a stand-alone entity in 2004. We hope this document will provide a window into the agency for our stakeholders as well as for those who are not familiar with OJJ and the work that we do.

OJJ is responsible for youth assigned to our care by the court system, either for supervision or custody. OJJ has oversight of community-based services including probation and parole supervision and non-secure residential placement, in addition to secure care for youth. We are thus able to provide a seamless continuum of care for adjudicated

youth and their families.

OJJ staff work diligently every day to meet our mission because we know this is important work. While the juvenile justice system is often overlooked and invisible to the average citizen unless they have had a personal experience, we know that we serve some of Louisiana's most at-risk youth and their families. Our efforts to turn such children away from a path leading to lifetime crime and incarceration, and toward a lifetime of productive citizenship, may be one of the most important tasks within the arena of public service. Our investment in youthful offenders pays great dividends – both financial and societal.

When our youth succeed, we all succeed.

Dr. Mary L. Livers

Dr. Mary L. Livers

Deputy Secretary

Mission and Vision

Mission

The Office of Juvenile Justice protects the public by providing safe and effective individualized services to youth, who will become productive, law-abiding citizens.

Vision

OJJ is a quality system of care which embraces partnerships with families, communities and stakeholders to assist youth in redirecting their lives toward responsible citizenship.

Guiding Principles:

Honesty	To be honest; do everything with integrity.
Achievement	To be outcome-oriented in achieving results consistent with our mission.
Versatility	To value, promote and support diversity and cultural competence.
Ethical	To be ethical; to do the right thing, both legally and morally.
Focused	To be focused on empowering people to succeed.
Accountable	To be accountable for the effective and efficient management of resources.
Informed	To be informed and guided in our decisions by appropriate and valid data.
Team players	To be an effective and efficient team of professionals.
Harmonious	To be inclusive – involve all parties, both external and internal, who need to be part of the process.

HAVE FAITH: Together we help change lives.



Office of Juvenile Justice



History of Juvenile Justice in Louisiana

Louisiana has a long and turbulent history in the area of juvenile justice. After a rise in crime in the 1980s and 1990s, and a subsequent adult type punishment-focused reaction, Louisiana was subject to a lawsuit filed in 1998 by the federal government alleging conditions and services in secure care facilities did not meet constitutional standards. Louisiana responded with sweeping reforms and was released from federal oversight in 2006.

Among those progressive reforms, in 2003, the Louisiana Legislature passed Act 1225, the Juvenile Justice Reform Act, which laid the foundation for juvenile justice reform and created the Louisiana Juvenile Justice Implementation Commission as an oversight body to guide implementation of the reforms.

In 2003, OJJ began to make significant reforms in the treatment of youth. The agency focused on staff and youth relationships in the secure care facilities, engaging in performance-based contracts for residential facilities and expanding community-based services. The reform initiatives focused on transforming the system from a custodial juvenile justice model to a therapeutic juvenile justice model of care.

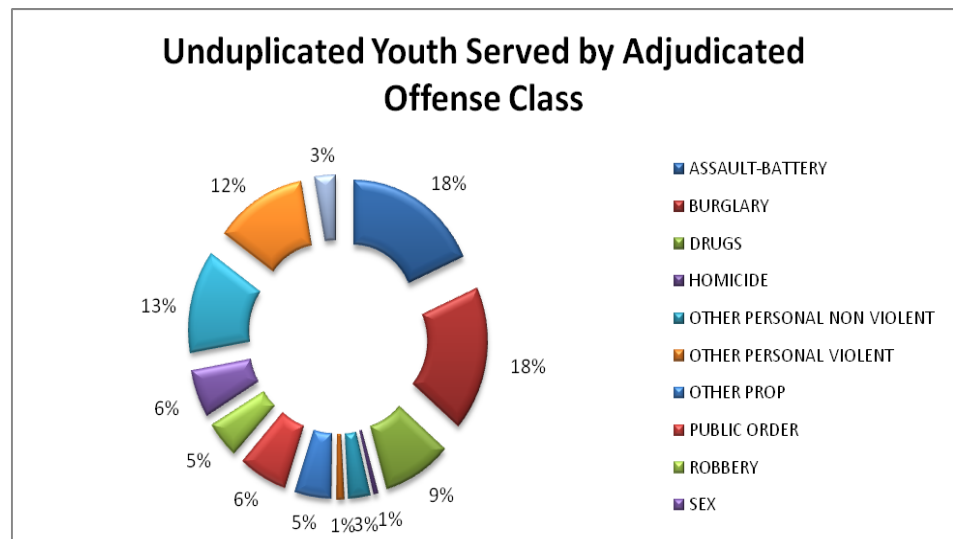
In 2004 the reform efforts included OJJ's separation from the Department of Public Safety and Corrections by Executive Order, followed by legislation. In 2008, the Louisiana Legislature passed Act 565, changing the name of the agency from the Office of Youth Development to the Office of Juvenile Justice.

Through the agency's mission and vision, and in cooperation with our partners and stakeholders, OJJ has initiated real change. As a testament to our progress, Louisiana was selected as a Models for Change site by the John D. and Catherine T. MacArthur Foundation. OJJ has partnered with the Annie E. Casey Foundation on projects and has been awarded national grants which support the therapeutic model. OJJ is on its way to being a model system attracting other community's attention and requests for assistance.

Agency Overview and Responsibilities

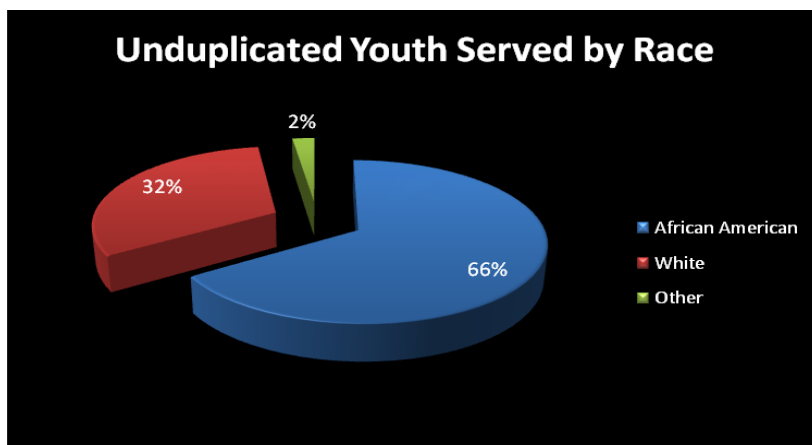
The Office of Juvenile Justice is a cabinet-level agency whose leader, the Deputy Secretary, reports directly to the Governor. Our official title is Department of Public Safety and Corrections, Youth Services, Office of Juvenile Justice (DPSC/YS/OJJ).

Under the direction of the Deputy Secretary, the Office of Juvenile Justice has policy oversight and support responsibilities for state programs for

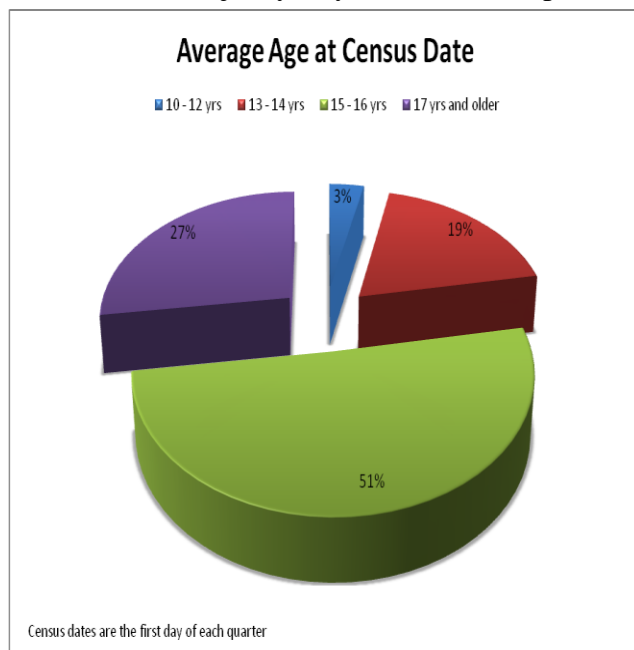


youth who are adjudicated delinquent, as well as youth and families ruled in need of services by courts of juvenile jurisdiction (FINS - Families in Need of Services). OJJ is responsible for youth assigned to our care by the court system, either for supervision or custody in residential placement or secure care.

Our policies call for youth to receive services in the least restrictive placement setting. Most youth who come in contact with our agency can be best served within their own community, while receiving supervision services from Probation and Parole Officers in one of our 11 regional offices. Probation and Parole Officers serve as the coordinator of services for these youth and their families, while holding youth accountable to the court-ordered conditions of probation.



In 2010, the majority of youth under the purview of OJJ are African American males between 15 and 16 years old. Specifically, 80% of youth under OJJ care are males. 66% percent of youth served by OJJ are African American and 32% are white. The average age of an OJJ youth is 15 to 16 years old making up 51%. Youth 17 years old and older are 27%, 19% are 13-14 years old and 3% are 10 to 12 years old.

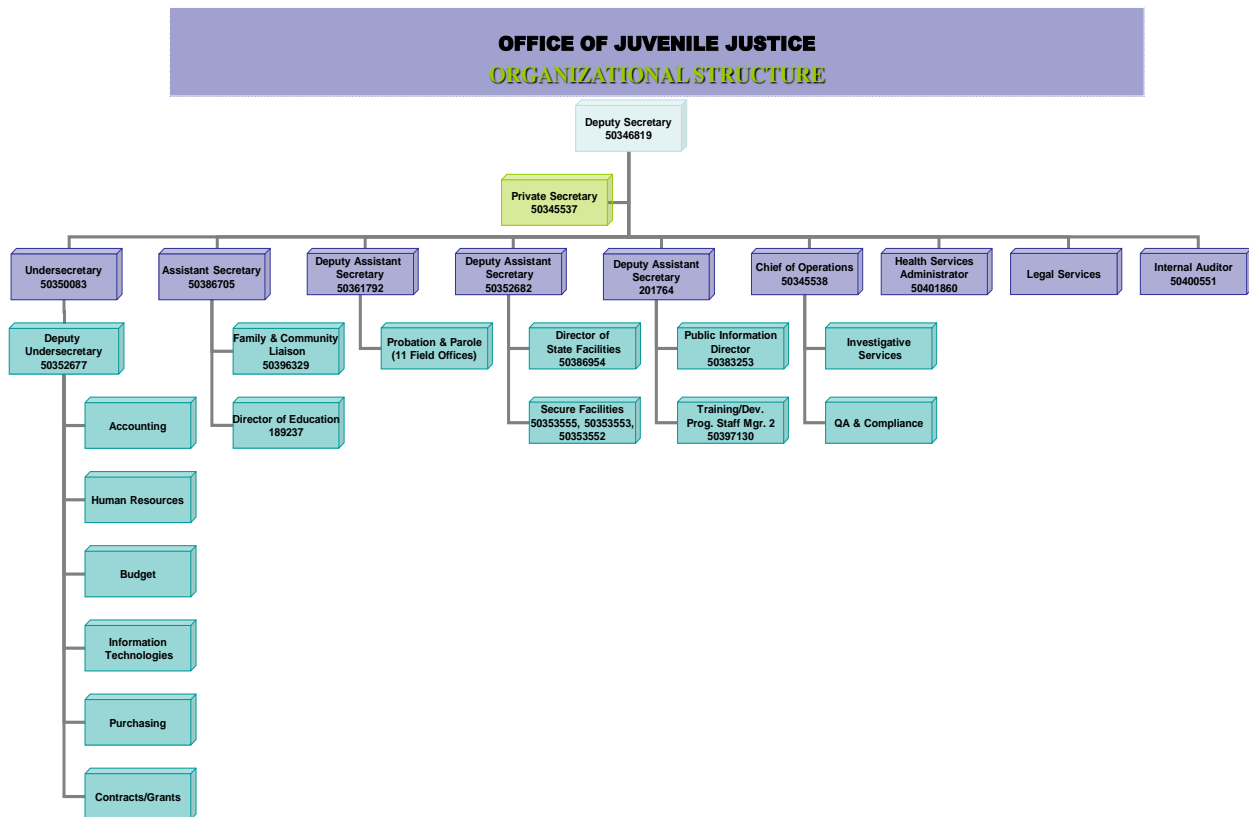


For youth who require more intensive treatment and/or supervision, courts may recommend placement in a non-secure treatment facility offering a more structured setting than the home environment. This type of placement includes residential group homes. This level of custody/care is referred to as residential placement.

Some youth require the most intensive treatment if they are considered a threat to public safety and they have had limited success in the services provided to them in the community. The court may recommend placement in a secure care facility, offering the most structured setting. This level of custody/care is referred to as secure care placement. OJJ operates three secure care facilities: Bridge City Center for Youth, outside New Orleans; Jetson Center for Youth near Baton Rouge and Swanson Center for Youth

in Monroe. Female secure care is provided at Ware Youth Center in Coushatta, Red River Parish. OJJ is currently seeking to locate a secure care facility in the central or southwest area of the state and plans to open the Columbia Center for Youth, in Caldwell Parish, in 2012.

Agency Structure: OJJ Offices



Office of Management and Finance

The Office of Management and Finance (OMF) provides management support to all units, involving fiscal matters, grants management, information services, food services, maintenance and construction, performance audit, procurement, contracts and human resources. OMF centralizes and standardizes all support functions of OJJ as much as possible to increase economy and efficiency in areas of budget and financial management; contract development; human resources management; information technology development, deployment and equipment maintenance; procurement of supplies and equipment. OMF provides OJJ managers with the information and knowledge they need to support operational decisions and to understand administrative implications of decisions before they are made. OMF functions to ensure that OJJ carries out its transactions in accordance with applicable legislation, regulations, executive orders and budgetary limitations.

The 2010 major accomplishments of the Office of Management and Finance include:

- The IT Department implemented the OJJ SharePoint portal which created a centralized location for employees to store work files and to share information in their work groups.
- The Budget Department increased its efficiencies in billing and receiving grant revenues from state and federal agencies to ensure all eligible grant revenues were properly collected and classified.
- During its review of OJJ's Fiscal Monitoring and Fiscal Internal Controls related to the 2009 NCLB Programs (Title I, Title IIA and Title V grants), the Louisiana Department of Education cited no instances of non-compliance with federal and state guidelines.
- Streamlined internal purchasing guidelines to effectively and efficiently order goods and services throughout the agency to prevent waste.
- The Contracts Department created a database to track the number of contracts entered into via the RFP process that are actually awarded to certified small entrepreneurs, in response to the implementation of the Hudson and Veteran Initiatives (the Louisiana Initiative for Small Entrepreneurships) as ordered by R.S. 39:2001 and Act 167 of the 2009 Legislative Session.
- The Accounting Department created screens in JETS (Juvenile Electronic Tracking Systems) necessary to accurately monitor revenue associated with active juvenile records. Money is saved over the long-term by making sure that OJJ receives all related benefits from outside sources associated with each juvenile, therefore saving the state money in the cost of caring for them.

Human Resources

The Human Resources Division worked closely with the Department of Civil Service on a job study concerning direct care staff for our secure care facilities. The job study resulted in creation of a new job series called Juvenile Justice Specialist (JJS) 1–6.

OJJ requested that Civil Service perform this job study in order to implement changes in staffing to reflect our move away from the correctional, paramilitary titles and structure. The new JJS series flattens management, allows for more teamwork, and aligns with the agency's continued philosophical change. The new job titles are consistent with the Missouri model and reflect OJJ's continued transition to a therapeutic model of juvenile justice. Human Resources staff also updated all affected job descriptions to reflect the new model.

The Human Resources Division worked with the Information Technology Division to design and implement use of an internal electronic Position Action Request Form used throughout the agency. By creating an electronic process, HR was able to cut down on the time it took to hand carry forms to multiple managers for authorization and signatures. The hiring manager initiates the form, sends it immediately to the next level, and can track the progress of the form electronically as approvals come on line. All personnel in HR as well as the person who initiated the request have access to the form online. This is a more efficient process.

Information Technology

The OJJ Information Technology Department (IT) provides support to the agency's 11 regional offices, three secure care facilities and central office. OJJ has approximately 800 users connected to the computer network. IT is responsible for maintaining all of the computers and

network equipment within the 15 locations, plus designing and maintaining electronic data collection systems. OJJ has over 40 Lotus Notes applications along with a Microsoft SharePoint web server that integrates with Microsoft SQL reporting services, .NET and SAS respectively, as well as an enterprise IBM DB2 database. SharePoint is also used for information sharing and as a document repository.

In addition, IT provides data to other state agencies and partners for research and reimbursement for services that our youth receive. JETS (Juvenile Electronic Tracking Systems) is the internally-developed Lotus Notes application used to capture, track and maintain youth information.

IT processes an average of 220 requests for computer help per week. Resolutions average a 1-2 day turnaround, depending on the severity of the issue and the necessity to engage external resources. During the past year, IT has implemented new servers that have improved the stability of JETS and implemented a helpdesk monitoring application to enhance user productivity and IT support response.

Continuous Quality Improvement Services (CQIS)

The mission of CQIS is to assist OJJ's decision makers in improving operations, meeting the agency's mission, vision, goals and objectives and assisting youth in redirection of their lives.

OJJ works to ensure that youth receive the highest quality services from our staff and private contract providers through regular reviews. CQIS is a process by which OJJ identifies needed changes and systemic issues. Quality Improvement is a tool to assist staff in monitoring the quality of their work product, services rendered, and adherence to policy and procedure. CQIS is responsible for continuous monitoring of all aspects of the agency. Monitoring and support of agency functions is conducted by Central Office staff, utilizing peer reviews and internal reviews. The process ultimately evaluates the services provided to youth and their families, ensuring that we provide the highest quality service to our clients.

CQIS is a performance-based and results-driven competency and efficiency management system. CQIS staff seek to ensure the optimal operation of all areas of care, intervention and support for youth and families of OJJ through service development and delivery, organizational monitoring, behavioral research, policy development and review. CQIS seeks to ensure that OJJ will have sound policy and operations supported by well trained staff, which is measured by a comprehensive audit process with quality data that result in continuous quality improvement.

CQIS activities include:

- technical assistance for American Correctional Association (ACA) Accreditation
- annual system-wide quality reviews
- quality assurance reviews of OJJ databases
- managing the agency's Office of Risk Management/Safety Program

- monitoring Performance-based Standards
- reviewing, revising, and developing agency policy
- conduct investigations of abuse, crimes committed on the grounds of OJJ facilities and other internal matters

Investigative Services

Investigative Services (IS) is the investigative arm of the deputy secretary and is headquartered at the central office in Baton Rouge. IS has field offices in every secure care facility that report directly to central office IS leadership and function independently of the facility leadership. The primary mission of IS is to protect the youth in our care from harm.

IS investigates:

- allegations of abuse relayed by youth in the secure facilities allegedly committed by staff upon the youth
- staff complaints of battery committed upon them by youth
- youth assaults against other youth
- any serious injury received by a youth in secure care

IS also monitors and reviews all incidents occurring in the secure care facilities to ensure that established policies are being followed. IS conducts investigations of all crimes committed on facility grounds or within the agency and all escapes from secure care facilities. A select group of IS investigators is commissioned by the Louisiana State Police, are POST (Police Officer Standards and Training) certified by the State of Louisiana and have state arrest powers. IS also handles internal affairs investigations of policy infractions.

Policy

The CQIS staff is responsible for policy review to ensure that all policies are current and in compliance with federal and state statutes, ACA and PbS Standards, as well as regulatory requirements such as Civil Service Rules and Risk Management regulations. Policies are reviewed annually. CQIS staff reviews statutes, standards, rules and regulations for changes and/or amendments to ensure policies are current and in compliance.

ACA Accreditation

This section oversees the agency accreditation process by ensuring compliance with all rules and regulations of the accrediting authority through periodic reviews of policy, procedure and practice. The American Correctional Association (ACA) is a professional organization whose mission is to improve the justice system. ACA believes that the principles of humanity, justice, protection, opportunity, knowledge, competence and accountability are essential to the foundation of sound corrections policy and effective public protection.



Performance-based Standards (PbS)

Performance-based Standards (PbS) is a tool used by OJJ to assist our facilities' efforts to identify, monitor and improve conditions and treatment of confined youth using national standards and outcome measures. PbS was initiated in 1995 by the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP), and the Council of Juvenile Correctional Administrators (CJCA) to assist juvenile justice programs in

improving conditions in facilities across the country. PbS builds performance improvement and accountability into agency and facility operations using a three-part continuous improvement cycle: Data Collection, Performance Reports and Outcome Measure Analysis, and Facility Improvement Plans (FIPS).

Risk Management/Loss Prevention Program

All Louisiana state agencies are required to implement a loss prevention program to reduce or eliminate the risks of doing business. The ultimate goal is to create a safe work environment and an awareness of safety practices in order to prevent accidents that cause injury or death to employees or the public, and to prevent damage to public property. Through CQIS, OJJ monitors, reviews and audits the agency's loss prevention program for compliance with requirements set forth by the Office of Risk Management's Loss Prevention Unit, an entity specifically created by legislation to assist state agencies in the prevention and reduction of employee job-related accidents, injuries, and property losses.

Audits

All secure care facilities have an annual recertification/compliance review. The official Office of Risk Management compliance review audit is conducted every three years.

The Correctional Program Checklist (CPC) Evaluation

OJJ began implementation of the Correctional Programs Checklist (CPC) to evaluate its contract programs in July 2010. Ten OJJ staff were trained in the use of the instrument by Dr. Edward Latessa, Director of the School of Criminal Justice at the University of Cincinnati, and author of the CPC.

The evidence-based CPC is a tool developed to assess correctional intervention programs. It is used to ascertain how closely correctional programs meet known principles of effective intervention, which are proven to reduce recidivism with the goal of making correctional systems more accountable in providing cost effective services.

Much of the CPC process involves one-on-one interviews with program staff, and close review of programming materials such as manuals, curricula and files. Trainees shadowed the trainers as they conducted actual CPC program audits in the field. After completing the assessment, the trainers scored the CPC and prepared the report for the program. After the trainees reviewed the report, they implemented the process and information-gathering protocol to conduct their own CPC and report on a program. A critical part of the report contains recommendations for specific ways the program can improve in the areas of weakness revealed by the CPC process.

“What Works”

As OJJ takes yet another step in juvenile justice reform through implementation of evidence-based programming, it is vital that stakeholders understand the direction the agency is taking. OJJ invited contract providers, members of the judiciary and district attorneys, legislators and other stakeholders to attend a workshop on “*What Works in Reducing Recidivism*” featuring nationally-known expert Edward J. Latessa, Ph.D., Professor and Director of the School of Criminal Justice, University of Cincinnati. The “What Works” workshop provided an understanding of the principles of effective juvenile justice programming and emphasized the value and utility of employing evidence-based and research-driven practices in planning, administering and evaluating programs.

Dr. Latessa addressed research that has been shown to produce the strongest effects; major predictors of criminal and delinquent behavior and principles of effective intervention including risk, need, treatment and fidelity. He discussed:

- **Risk:** the importance of targeting higher risk youth and the harm that can be done with low risk youth
- **Need:** the importance of targeting criminogenic factors
- **Treatment:** using a behavioral approach to teach new skills
- **Fidelity:** ensuring that the programs are delivered as designed

OJJ will continue to work with the provider community to implement evidence-based programs to ensure effective programming for our youth. CQIS will be evaluating programs based on the CPC and providing suggested feedback for improvement. Ultimately, the data provided by CPC evaluations will be used to determine continued funding for providers. Beginning with the new RFP cycle, providers will be required to provide evidence-based or “promising practices” programming, as well as practices aligned with effective intervention. Through these efforts, OJJ is ensuring that resources are spent on effective programs for our youth

Intergovernmental Relations, Communications and Training

This office serves as the liaison between OJJ and other government agencies, elected officials and stakeholders. The office also produces a variety of projects and houses Staff Development and Communications. Staff Development is the training arm of OJJ, which coordinates up-to-date training for staff in all offices and facilities statewide. The Communications Office provides information to the public and the news media and produces communications materials.

Communications

The Communications Office is responsible for public relations and public information activities. The Communications Director serves as agency spokesperson; coordinates media outreach through news releases, video releases, and other media outlets; advises leadership on public affairs issues; provides information about agency activities and policies to the news media and the public; tracks media coverage; produces public information materials, manages website content and facilitates the flow of internal and external information.

The Communications Office has produced a comprehensive package of parent/family orientation materials to familiarize youth and families with the agency's services and policies. Booklets for both secure care (*Introduction to Secure Care: Handbook for Parents*) and youth on probation (*A Chance for Change*) provide detailed information to help families understand the expectations for their children's treatment, and how they can participate in their children's lives while they are in OJJ's custody or under supervision. Companion to the booklets are DVD programs developed for both secure care and community-based residential care. OJJ has created both print and electronic media to better reach out to parents. Secure care materials are sent to families by the Family Liaison. Information on probation and residential care is distributed by staff in the regional offices.

Internal communications are designed to keep employee morale high and to bring staff in every OJJ location into the loop with regular communication. The Communications Office produces a regular internal newsletter, *The Inside Scoop...of OJJ*, news bulletins as needed and a weekly blog by the deputy secretary. *The Inside Scoop...of OJJ* is published monthly to bring news about agency activities and items of interest to all offices and facilities.

An employee from one location is "spotlighted" in every issue of *The Inside Scoop...of OJJ*, which allows staff everywhere to get to know their colleagues on both a professional and personal level. Success stories about our youth are also featured.

Every Friday, in town or on the road, in sickness and in health, rain or shine, and in one highly unusual instance for

south Louisiana, snow, the deputy secretary sends a "blog" capriciously entitled *What's Up, Doc?* to all staff. The deputy secretary shares the week's events, and her thoughts, feelings and sense of humor, with her staff. She names employees who have distinguished themselves or with whom she has interacted during the week. Week to week there are stories about her experiences and those of staff and news of programs and initiatives being undertaken throughout the agency. She addresses tough issues such as budget matters and staff reductions. *What's Up, Doc?* always closes with a thanks to every member of the OJJ team for meeting the mission.

Staff Development

OJJ requires that all employees participate in regular training and staff development programs designed to enhance and promote employees' careers through continuing training and educational opportunities. OJJ training programs provide employees with specialized training needed to address the specific needs of staff and the youth in our care. Training plans incorporate

requirements set forth by applicable accreditation standards, OJJ policy requirements, the Health Care Policies for Youth and job specific training needs. The plan also provides procedures for ongoing evaluations of all pre-service, in-service and specialized training. Staff Development and Education staff coordinated mandatory training required by Risk Management, ACA and OJJ policy in 2010. Education staff attended training to meet the annual 40 hour training requirement during regularly scheduled staff development days.

The staff development program includes annual in-service training, Louisiana Model (LAMOD) Training, courses required by the Office of Risk Management, Civil Service courses, CPTP Classes, online training and correspondence (self study) in-service courses.

All secure care facilities continue to follow the Safe Crisis Management (SCM) JKM mandatory training requirements for new and existing staff. All OJJ staff receive Prison Rape Elimination Act (PREA) training during their initial orientation training. Refresher training on PREA is an annual training requirement for all staff, according to OJJ policy.

OJJ/LTCTS Partnership

The Director of Staff Development worked with the Louisiana Community and Technical College System (LCTCS) to develop the Certificate of Technical Studies: Juvenile Justice, designed to benefit people who are employed in the area of juvenile justice and related fields, working with high-risk adolescents or who are interested in beginning a career in the area of juvenile justice. The first group of OJJ staff completed the Certificate of Technical Studies: Juvenile Justice in Fall 2010.

First class of six receives Certificate of Technical Studies: Juvenile Justice



A very special ceremony was held on December 16. Northshore Technical College, Florida Parishes Campus, conducted a presentation of certificates ceremony for the first group of OJJ staff that completed the Certificate of Technical Studies in Juvenile Justice.

Dr. Mary Livers welcomed staff and family members and congratulated the staff members receiving certificates. **Fouad Harb**, JCY LAMOD Coordinator and instructor of several classes in the program, shared program highlights. **JCY Director Daron Brown** also congratulated the staff on their accomplishment. Northshore Technical College Campus Dean **Sharon G. Hornsby** presented the certificates. She was assisted by **Burke Jones**, Assistant Dean/Student Affairs Officer and **Karolyn Pinsel Harrell**, Criminal Justice Program Coordinator. Those receiving certificates of completion from Jetson Center for Youth included **Martha Barnes**, **Erica Duhe** and **Kelly Johnson**. Three staff from Central Office also received certificates of completion, including **Gwen Brinkley** (her daughter Tiffany Brinkley-Barrow accepted the certificate on behalf of her mother), **Louis Hyatt**, and **Chad Wells**.

OJJ is proud of this first group of staff to complete the program. They all have plans to pursue further educational goals. We look forward to continuing our partnership with Northshore Technical College, Florida Parishes Campus, in the future. "I am happy to say that all members of this first group plan to continue their education and pursue their degrees," said Dr. Livers. "That is exactly what we hoped would happen. I encourage all of you who are thinking about furthering your education, just take it one step at a time."

The OJJ Family Liaison develops and oversees the process of family engagement. The Family Liaison serves as the single point of contact for developing and improving family relationships. The Family Liaison's works to:

- prevent and resolve families' grievances and concerns
- coordinate family engagement training for OJJ staff
- facilitate secure care facility quarterly parent listening meetings
- develop community-based family referral sources
- provide reintegration assistance for families

Meetings with Secure Care Parents

"Listening Meetings" with parents were hosted in the secure care facilities and in several cities throughout the state in 2010. Meetings were hosted in Baton Rouge, Lafayette and Monroe and were well attended by parents, community partners and staff.

Family Orientation Video and Handbook Distribution

Orientation videos and handbooks are mailed the custodial parents/guardians at intake. There were 651 mailings for the 2010 calendar year.

Legal Services

Legal Services attorneys work within the court system to move OJJ youth out of custody and back to their community. They participate in case staffings (interdisciplinary meetings to discuss a youth's status) when a youth is recommended for early release and appear at contradictory hearings to get approval for furloughs. When a youth is recommended for early release, the attorneys file the motion to modify the youth's disposition allowing a step down to a community program or supervision and they argue the case before the court when the motion for early release is heard.

Legal Services attorneys perform many other functions, such as handling employee disciplinary and grievance matters, Civil Service appeals and Equal Employment Opportunity matters. OJJ's attorneys draft and review legal documents to be signed by the deputy secretary, and advise the deputy secretary, secure care facility directors, regional managers and department heads on legal matters and policy issues.

During 2010, the customary work of appearing in court to seek early releases and furloughs for ready OJJ youth continued, with renewed emphasis on releasing youth before their full-term dates when appropriate to receive their remaining treatment in the community.

In 2010, Legal Services played a big part in creating and editing the request for proposals (RFP) and award of contracts for medical services for Jetson and Bridge City Centers for Youth. Legal Services contributed many hours to an inter-agency committee working to move the statewide Coordinated System of Care forward. Staff members were involved in drafting new policies, in

addition to reviewing and revising existing policies. Transition planning for youth leaving custody took on a prominent role as legal staff worked with the Children’s Code Committee to draft future legislation requiring transition plans for all OJJ and Department of Children and Family Services (DCFS) youth, as well as a joint transition form to be used by both agencies.

Legal Services also provided year-round training to existing staff and newly hired employees, on such topics as legal issues, court testimony, sexual harassment, juvenile rights, the violence and drug free workplace, and the OJJ internal disciplinary process.

“LAMOD” – Louisiana Model

The transformation to a more community-based, treatment-centered

Our unique program is called the Louisiana Model for Secure Care, known as LAMOD.

approach gained momentum in 2003 when the Legislature passed Act 1255 to restructure Louisiana’s juvenile justice system. This commitment to reform attracted the attention of three groups which became OJJ’s partners – the Annie E. Casey Foundation, the John D. and Catherine T. MacArthur Foundation and the Missouri Division of Youth Services (DYS), considered the nation’s leading juvenile system. OJJ began working with the Casey Foundation and Missouri DYS in 2004 to develop a therapeutic approach to secure care, based on the Missouri Model. Our unique program is called the Louisiana Model for Secure Care, known as LAMOD. The reform was piloted at Bridge City Center for Youth (BCCY) in July 2005 and later expanded to the other facilities.

LAMOD focuses on a therapeutic, child-centered environment versus a traditional adult correctional/custodial model. Emphasis is on relationship-building that affords youth the opportunity to belong and contribute to a group, make meaningful choices, develop transferable skills and mentor their peers. Physical characteristics of LAMOD feature a more homelike environment in secure care facilities, with dorm sizes reduced from an average of 37 to 10-12 youth in each one. Group processes led by staff – Group Leaders - take place in the dorms and



include treatment and counseling. The groups, including both youth and staff, “check in” with each other to let each other know how they feel emotionally and physically. The “check-in” process affords youth an opportunity to express how they are feeling at that moment, problems he/she may want to discuss and announcements of news in their lives. Youth may call a “circle up” in which all team members stand and face one another to raise and discuss concerns. The “circle-up” process allows any youth in the therapeutic community to “call a circle-up” with other youth involved, to address and talk through a problem or a situation that requires attention. Weekly team

meetings include all staff who work with the youth, who gather to discuss progress and make suggestions about ways to support the youth.

Participants in the LAMOD training receive intensive training in Group Dynamics, Safe Crisis Management, Human Dignity, Professional Boundaries, and, foremost, the LAMOD Beliefs and Philosophies. Relationships between youth and staff foster mutual respect and learning opportunities.

LAMOD is seen as a national model for juvenile justice reform, and groups around the nation have taken notice of the approach. OJJ has fully implemented LAMOD at Bridge City and Jetson, and trained contract residential providers statewide. It has been implemented to the fullest extent possible at Swanson, with certain limitations due to the size of the facility. Ware Youth Center, which provides treatment for OJJ secure care females, also implemented LAMOD this year.

Secure Care

OJJ's leadership has focused on training as the catalyst to change the agency's culture and preserving the fidelity of LAMOD.

The major components of LAMOD are in place at all of our secure facilities. We are now working on improving the quality of these processes. A dorm management system has been implemented. The dorm management hierarchy consists of a Group Leader, Assistant Group Leader, Case Manager and the front line or direct care staff (JJS) for each shift. Implementation of the therapeutic model has enabled Juvenile Justice Specialists' staffing patterns to move from a 12 hour work schedule to an 8 hour shift.

Another important step in our continued growth is the update of the LAMOD manuals for youth and staff. We were assisted in this project by consultants from the Missouri Youth Services Institute (MYSI), OJJ staff in Treatment Services and Staff Development, facility LAMOD directors and representatives from each secure care facility. Updates of the manuals reflect changes that will further growth and nurture the agency's new culture in day-to-day operations.

MYSI consultants have provided training and support in building the skill sets of leadership and front line staff, with a focus on building group facilitation skills. Previously, social services staff facilitated groups with the youth. In our new model, staff in the dorm are trained and skilled to conduct groups and other therapeutic activities with the youth.

Bridge City Center for Youth (BCCY) was the first facility to implement LAMOD. The school's principal and the educational staff are further involved with the process in the academic setting. Teachers "check in" with the youth and call "circle-ups" to address problems and praise positive behavior.

Jetson Center for Youth (JCY) has implemented unit management, by which the group leader is responsible for managing the dorm. This strategy has had a major impact on the staff and youth,

as one group of staff works consistently with one group of youth. This enhances continuity of services, group cohesion and accountability.

Swanson Center for Youth (SCY) houses a larger number of youth than our other facilities. Although the numbers are not ideal for full implementation of LAMOD, SCY has incorporated the LAMOD principles in all of the dormitories, maintaining the established management hierarchy that includes group leaders and assistant group leaders.

Ware Center for Youth has trained staff in the LAMOD program and implemented LAMOD principles in the secure care unit for girls. MYSI consultants worked with the leadership and staff at Ware to provide ongoing training and coaching in the therapeutic process.

Residential Community Providers

To assure a seamless continuum of care for youth stepping down from secure care to residential group homes, and to assure continuity of services across all residential programs, OJJ implemented the LAMOD treatment program in our contract Residential Facilities in 2010. OJJ trained our community-based providers in the LAMOD process. We continue to monitor local community providers' LAMOD training for their staff. Providers request technical support and are very receptive to the support and technical assistance provided by OJJ.

Through "LAMOD Blitz" training, followed by a LAMOD "Train the Trainers" Model, LAMOD was presented in stages to contract residential programs throughout the state, to enable them to incorporate these processes in their non-secure facilities. Training was conducted across the state by OJJ staff development trainers, OJJ mental health directors, OJJ's LAMOD coordinator, program managers and program specialists.

The LAMOD blitz training was essentially an overview of the LAMOD philosophy. This exposed our community providers' staff to the main components of the model. All LAMOD blitz training was completed in early 2010. The LAMOD "Train the Trainers" Model was used to sustain the LAMOD training on an ongoing basis with new and existing staff.

Following the LAMOD "train the trainers" training, the OJJ trainers visited all of the residential facilities that received the training to monitor implementation within those facilities and to offer technical assistance where indicated. This will be an ongoing process. Facility staff will continue to train their staff in LAMOD and to utilize the LAMOD principles and processes daily, such as "check-ins" and "circle-ups."

Booster Training

OJJ staff worked with the MYSI consultant to develop and deliver LAMOD booster training in all secure care facilities for the leadership, group leaders, assistant group leaders, LAMOD coordinator and training staff. Social services staff were targeted for the training as OJJ moves toward use of content experts as adjunct trainers to teach LAMOD classes.

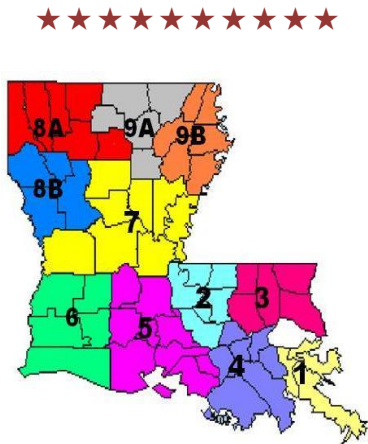
The booster training was presented in a "Train the Trainer" format to ensure consistency in methodology and quality. Other staff then received booster training from those who were initially trained. Topics included group facilitation skills, group interaction and engagement,

selecting appropriate and relevant topics with groups, and the effective use of self-disclosure processes with youth. Training was also provided on the revised staff and youth LAMOD Manuals.

The Missouri Youth Services Institute (MYSI) also provided training and coaching for all the facility directors on assessment and development of their staffs' skills. This ongoing process includes shadowing of facility directors and development of individual growth plans for supervisory staff, based on identified needs.

Community-Based Services

OJJ's Community Based Services Unit provides probation and parole supervision for adjudicated youth, and coordinates both residential and non-residential treatment services for delinquent youth, status offenders and their families. Through prevention and diversion programs, OJJ serves youth in the community who have not been court-ordered into our system, thereby preventing youth from contact with the juvenile justice system in the first place.



Regional offices are located in Alexandria, Baton Rouge, Hammond, Lafayette, Lake Charles, Monroe, Natchitoches, New Orleans, Opelousas, Shreveport, Tallulah and Thibodaux.

OJJ provides an array of services based on the needs of the youth and family. To assure that needs are properly identified and addressed, field offices complete a pre-dispositional or social history investigation, review school records, any current assessments, historical court records and complete a SAVRY (Structured Assessment of Violence Risk in Youth) for all cases six months in length or more. The critical need areas identified in the SAVRY are incorporated into a youth's individualized service/treatment plan. These plans are created and goals are established with input from the youth and his/her family.

Other OJJ services include:

- evaluation and diagnostic services for children adjudicated delinquent and children of families adjudicated in need of services (FINS)
- alternative services to out-of-home placement for children adjudicated delinquent and children of families adjudicated in need of services, and placed in the custody or supervision of OJJ
- probation, parole, and other programs of supervision for youth adjudicated delinquent and children of families adjudicated in need of services
- community services directed at prevention of juvenile delinquency, intake screening, and diversion from contact with the legal system

Contracted Residential Placement

During fiscal year 2009-2010, OJJ's Community Based Services unit provided residential services for nearly 800 adjudicated youth. A youth can only be placed into residential placement after he/she has been adjudicated by the court and disposition included placement in OJJ custody.

RFP Modification

The Requests for Proposals (RFP) process was modified to require evidence-based and best practices programming. In 2010, OJJ's Standard Operating Procedures for Contract Programs document was modified to require residential programs to implement behavior modification programs considered evidenced-based or best practices. Future RFPs will focus on services considered evidenced-based, best practices or promising practices.

Service Coordination

Service Coordination helps build stronger relationships and increased communication to enhance service delivery and to allow progressive movement of youth throughout the system. Service Coordination significantly impacts and improves case management. Seamless case management allows for better information gathering and coordination of services, which then leads to improved data collection, improved relationships with youth and families, and ultimately greater success with the youth.

Probation and Parole Officers (PPOs) in the regional offices are the central point of contact, bridging the gap between facilities and the Field Services unit through the direct intake process, cross-training and multi-disciplinary team staffings. The PPO works to create an integrated effort among field staff, facilities, providers, family and youth.

Service Coordination began in 2008 and was fully implemented in all OJJ regional Field Offices in 2010. Every effort is made to keep a youth with the same probation officer from adjudication to termination of order. OJJ utilizes video conferencing equipment to maintain face-to-face contact between some secure care youth and their probation officers.

PPOs coordinate effective services and supervise youth to ensure seamless case management. PPOs are responsible for youths' initial entry into the OJJ system (court hearings, adjudications, etc.). As a coordinator of services, they take an active role in each phase of a youth's classification, placement and programming. The PPO ensures that the youth's service plan is implemented, followed, and modified as necessary. For youth who are removed from the home, aftercare and reintegration planning begins immediately and is coordinated with facility and/or program staff.

Youth in Custody: Aftercare/Transition to the community

Reintegration services designed to facilitate a youth's transition from an out-of-home placement back to their community and family environment are provided through collaboration between the youth, community service providers, OJJ staff, and family, to ensure delivery of needed services

and supervision. The overall goal of re-integration is to assist the youth in becoming a productive citizen.

Reintegration planning begins as soon as a youth is placed into OJJ custody. Reintegration programs are emphasized when a youth enters a facility and continues throughout the youth's transition to and stabilization in the community. Reintegration programs and services work together to strengthen and preserve the youth's family. Through this collaboration, PPOs identify the permanent plan and follow-up services needed for the youth's successful transition and reintegration into the community upon release.

The PPO is in regular contact with the youth's family to facilitate communication, assess the family situation, and to ensure that a return to the family is a positive, healthy, constructive, workable plan for the youth. Escorted passes, home passes and furloughs are integral parts of reintegration planning.

Data obtained through completion of an assessment entitled the SAVRY (Structured Assessment of Violence Risk in Youth), school records, psychological/psychiatric evaluations and collateral reports is used to identify youth and family need areas. While a youth is working a residential program, the facility treatment team and the probation officer staff the case on a regular basis. Once treatment progress nears completion, the probation officer may refer the youth and his family to a contracted reintegration provider to assure the transition home is as smooth as possible. These services are generally implemented 90 days prior to the youth's release and follow the youth's progress by supporting him/her and his family after the reintegration.

Interstate Compact

Interstate Compact on Juveniles (ICJ) provides for the transfer of juvenile probation and parole supervision across state lines to assure the accountability of the juvenile and provide a measure of community safety in the receiving state. To assure uniformity in individual state ICJ activity, the National Center for Interstate Compacts, a national organization, oversees actions. Individual states now have access to uniform procedures and are required to use the same forms for activity. In 2010, amendments were made to the compact due to the adoption of the compact by 35 states. OJJ has changed its policies in accordance with the amendments.

In 2010, OJJ conducted training on ICJ in the New Orleans, Hammond, and Lafayette regions and the Juvenile Training Officer Academy in St. Martinville. Changes to the compact are distributed. A new bench book for judges and court personnel was made available for all juvenile court judges. A bench book on CD with a quick reference guide, along with information on the website and available training, was also provided to the judges. This material and a training PowerPoint have been sent to district attorneys' offices and police or sheriffs' offices upon request.

Secure Care

This unit oversees operations of the secure care facilities, including treatment services. Secure care, the deep end of the juvenile justice system, is reserved for those youth deemed by a judge or by OJJ to be a risk to public safety and not amenable to treatment in a less restrictive setting. Youth are monitored constantly under direct supervision of staff, and are not allowed to come and go freely outside of the facility.

When a judge places a youth in state custody for secure care, he/she is placed in the appropriate secure care facility, based on location and identified needs of the youth. Every effort is made to assign youth to the facility closest to home, which meets his/her identified needs, to encourage family visits and involvement in treatment.

OJJ currently operates three secure care facilities for males:

- Bridge City Center for Youth, in Jefferson Parish, near New Orleans
- Jetson Center for Youth, outside Baton Rouge near Baker
- Swanson Center for Youth in Monroe

Each of the three secure care facilities for males has programming designed to meet the youths' individual needs. Each facility has counseling and treatment programs, a short term program, and the therapeutic LAMOD program. There are specialized treatment programs at certain facilities for sex offending youth, violent and disruptive offenders, youth needing substance abuse treatment, and a specialized mental health treatment unit.

A major component in the reform efforts in Louisiana's juvenile justice system has been a reduction in the number of youth housed in secure care facilities, with almost 77 percent fewer today than ten years ago. Today the majority of youth in OJJ custody now receive services in less restrictive settings closer to their homes and within their communities. If, however, a youth requires secure care, individualized treatment and educational services are provided to each youth in secure care.

OJJ enhanced LAMOD, the therapeutic model of secure care treatment, by establishing new job titles for direct care staff to replace the correctional job series and encouraging positive interaction with youth. The new title is Juvenile Justice Specialist 1-6 (JJS).



Each secure care facility operates a state-approved alternative school, offering regular, pre-GED, and special education classes, and vocational training. Every youth in a secure program attends

school on the grounds of the facility unless they have already received a high school diploma or GED. In some cases, youth who have a diploma or GED may take college courses by correspondence or at a community college.

Administrative Achievements

OJJ implemented several administrative and policy improvements, having a positive effect at the facilities. Office functions improved efficiencies while policies were initiated to complement the therapeutic approach to treatment. Achievements included:

- Four quarterly audits were completed at each facility in 2010.
- A furlough database was created, tested and implemented to track furlough data. With the use of a more comprehensive system, we have seen an approximate 40% increase in the number of furloughs, which are critical in aiding youth treatment and family reintegration.
- A policy on Early Release and Escorted Absence was created and implemented.
- Policy updates were also made specific to how JETS and the SAVRY are integrated into our functioning.

Health Services in Secure Care Facilities

The Health Services Administrator oversees the contract providers for healthcare for youth housed in the secure care facilities. OJJ contracts with outstanding providers for comprehensive medical, mental health and dental care for youth housed in our secure care facilities. In 2010, LSU Health Sciences Center-Shreveport/E.A. Conway Medical Center in Monroe provided services at Swanson Center for Youth. LSUHSC/New Orleans provided healthcare services at Bridge City and Jetson until September 1, 2010 when a new provider, Correct Care Solutions (CCS), made the transition to provide services.

CCS is a national leader in the provision of day-to-day health care programs in the correctional healthcare field. CCS offers quality programs, strong employee training initiatives, and an excellent history of resource management. CCS brings a cost-effective solutions-based approach to care and depth of experience, with juvenile facility accreditation by the American Correctional Association, making the

company a well-qualified partner with the Louisiana Office of Juvenile Justice in the provision



of health services to the juveniles at Bridge City and Jetson Centers for Youth. Through this partnership, the company provides daily management of medical, dental, and mental health needs for the youth in these facilities.

Quality health-related services are provided through a multidisciplinary team approach, which acknowledges the needs of youth, delivers clinically appropriate and medically necessary services, and promotes healthy behaviors and lifestyle changes to encourage prevention and wellness.

Upon admission, each youth receives a comprehensive health care screening that includes a health history, complete physical examination, immunization status and administration of missed vaccines, dental evaluation and prophylaxis, vision screening, hearing screening, psychiatric evaluation as indicated, and routine laboratory studies, including testing for sexually transmitted diseases.

Physician, psychiatric, and dental services are provided at each site. Registered nurses manage and coordinate the health care needs of our youth. Nurses conduct sick call, pill call, and health education, and serve as liaisons between on-site and off-site providers 24 hours a day. Each facility has a well-equipped infirmary, staffed by qualified medical personnel at all times. Each site has a provision for emergency medical care should it become necessary.

Safe Crisis Management

OJJ utilizes Safe Crisis Management (SCM) as its "use of force" technique in the secure care facilities. In 2006, staff at BCCY, JCY and SCY received initial training and attended Training for Trainers in SCM conducted by JKM Training, Inc. Staff at Ware Center for Youth's secure care unit for girls received SCM training in 2009.

All facilities continue to follow the JKM Training, Inc. mandatory training requirements for new and existing staff. The training includes a total of three days of SCM theory and physical instruction. Direct care staff must complete and pass both sections of the training, due to the essential functions of their positions. Non-direct care staff are required to complete both sections as well. OJJ follows JKM recommendations for refresher training. During 2010, non-direct care staff attended a four-hour refresher training. Direct care staff attended 14 to 18 hours of refresher training, depending on their level of experience.

The OJJ Use of Interventions policy was implemented in late 2009. Training for Trainers was conducted with staff from the facilities, who then trained all facility staff with assistance from the Investigative Services unit. OJJ has 23 certified SCM instructors and three employed by contract residential centers. SCM instructors are required to attend and pass an annual recertification training.

Education Services

The mission of Education Services is to prepare students to become lifelong learners and productive citizens by providing a structured educational environment that will meet the

individual needs of all students. This educational environment provides skills that promote the maximum academic, vocational, physical, social, and emotional development.

OJJ delivers educational services to a diverse population: diverse in age, in geographic location, in individual needs, and in academic functioning. All youth of mandatory school age who are placed in OJJ custody or supervision are enrolled in a school program approved by the Louisiana Department of Education. Each secure care facility houses an alternative school that provides an educational program, in concert with treatment and security that is responsive to the individual needs of the student. The Board of Elementary and Secondary Education (BESE) approved the three secure care facility schools as alternative schools in 1986. All teachers at OJJ's alternative schools hold valid Louisiana teaching certificates and are certified in the areas in which they teach.



The school programs operate on an annual school calendar. There is a minimum of 220 instructional days at each facility. All three facilities provide 6 hours of instruction per day and exceed the 63,720 minutes of instructional time per year. Educational programs operate five days per week, twelve months per year, with the exception of up to 40 days per year that may be used for scheduled holidays, group training and emergencies. Educational instruction is based upon 360 minutes of instruction per school day and includes at least five 55 minute classes in vocational education and/or core academic subjects of math, reading/language arts, social studies, and science.

The Office of Juvenile Justice believes the general public and communities will benefit from well-educated and well-adjusted students, which will produce successful citizens, less likely to recidivate and more likely to make positive contributions to society.

MFP Dollars

The Office of Juvenile Justice receives funding from the Louisiana Department of Education via the Minimum Foundation Program (MFP). The State Minimum Foundation Program formula (MFP) adopted by the State Board of Elementary and Secondary Education (BESE) provides a per-pupil allocation of revenues to all public elementary and secondary schools via parish and city school systems, for the provision of educational services each year.

Under legislation implemented in 2010, students in alternative schools, like the schools located in our secure facilities, under the jurisdiction of a school district, are included in the MFP count. Beginning with the 2010-11 school year, school districts must include youth in their MFP Student Membership Count who are in the custody of OJJ and assigned to a facility in that district.

Treatment/Social Services

In 2010, OJJ implemented processes to ensure that all youth in secure care are staffed, which means assessed, within 90 days. A greater emphasis was placed on family involvement and

removing barriers that hinder parental participation, such as transportation and accessibility. Greater emphasis was also placed on probation and parole participation. These efforts have resulted in an increase of family participation from about 30 percent to better than 80 percent.

Facility Social Services staff received or performed trainings throughout the year and implemented social work initiatives including:

- Training on Cognitive Behavioral Treatment was conducted for all social services staff in the facilities.
- OJJ entered into a contractual relationship with Grambling State University for stipends paid to two graduate students working on their Masters in Social Work. In exchange, after graduation these students agree to work for our agency for one year.
- Graduate Social Worker supervision and training are provided to agency staff.
- Sexual Assault Response Team training was conducted for new members at each facility.

Bridge City Center for Youth



In 1972, a 25-acre site used as a home for girls was purchased in Bridge City, Jefferson Parish. In 1973, Louisiana Training Institute-Bridge City was opened. Today called Bridge City Center for Youth (BCCY), it is a regional, therapeutic facility. It was the first Louisiana facility to implement the therapeutic LAMOD program in 2005.

Treatment, Educational and Social Activities

Bridge City celebrated six years of reform with a Celebration of Change program honoring staff for the many successful innovations implemented at the facility. Many retirees attended and were recognized with certificates honoring the service they provided to the agency. The Director of the Workforce Investment Board for the City of New Orleans delivered a special message to our youth, on recognizing and embracing change. Many community leaders and stakeholders attended as well. In the recreation department, a Challenge Course was implemented for the youth to use three days per week.



Our Culinary Arts Program maintains a strong relationship with Café Reconcile, a non-profit restaurant located in the Central City neighborhood of New Orleans. This relationship gives program participants a place to go as they continue with their aspirations of working in the field of culinary arts serving as the primary training ground for students seeking to acquire skills in the food service industry. Café Reconcile is a program of Reconcile New Orleans, which addresses generational poverty, violence and neglect in the New Orleans area by

offering innovative life skills and job training programs to assist young people from at-risk communities to make a positive change in their lives.

Bridge City has cemented a partnership with the Louisiana Workforce Development Commission (formerly the Department of Labor) through the Career Solution Center-JOB1. Through this partnership, youth receive soft-skills training through weekly two hour classes led by staff from the Orleans JOB1 center. In addition to the soft-skills training, youth from the Orleans and Jefferson region will be afforded the opportunity to receive a training scholarship upon successful completion of the program. This scholarship will allow youth to enter a short-term job-training program at no cost.

Bridge City joined the other two facilities in the “Get Caught Reading” Campus Wide Reading Program. Everyone on campus (students, teachers, staff, facility director and non-teaching staff) participated in reading the book *The One That Got Away* by Foxx Rich. Each student received a copy of the book and discussed it in their dormitories with their peers and dorm leaders.

BCCY focused on professional development of teachers. A professional staff development presentation focused on implementation and use of the Madeline Hunter’s Lesson Plan, which includes Anticipatory Set, Input, Checking for Understanding, Guided Practice, Independent Practice, and evaluation. Teachers received training on Differentiated Instruction. Staff development trainers presented techniques to use in teaching to the needs of each student, to meet their Individualized Learning Plan (ILP), based on an individualized assessment. The concept of Creating a Professional Collaborative Learning Community (PLC) was introduced where teachers commit to work collaboratively and openly in an effort to establish goals and values based on what is best for the school as a whole. In addition, implementation of the Response to Intervention: a federal mandate as part of IDEIA 2004 (No Child Left Behind) was provided for teachers at weekly staff development meetings.

Positive Behavior Intervention System (PBIS) training was provided for teachers to implement a school-wide behavior plan that offers positive rewards to students who are able to govern themselves in a positive manner in the classroom and throughout the school environment. “Greatness Now,” a positive motivational tool used to teach techniques on how to step back from situations and reflect without internalizing negative situations, was taught. “Verbal Judo” was

presented by Mike Manley. This professional approach teaches individuals how to de-escalate their tone in writing and speaking, in an effort to keep written and verbal communications respectful and professional.

Staff Development and Training

Each of Bridge City's employees completed 40 hours of required annual training, pre-service, in-service and booster/refresher training and additional training pertinent to the facility and to the successful implementation of the mission and vision of OJJ.

Pre-service training included 8 five-week pre-service classes that were conducted for a total of 79 staff members. A two week *Staff in Training* program was implemented for all direct care staff. New staff members are paired with a seasoned mentor for two weeks after graduation from the 5-week course.

The entire Social Services staff was trained on the SAVRY (Structured Assessment of Violence Risk in Youth) assessment tool. Since the training was completed, Bridge City successfully assessed all youth who entered secure custody prior to implementation of the instrument by Community Based Services (CBS). This instrument is another tool to assist in ensuring that youth receive the best individualized services through appropriate and thorough assessment.

Physical Plant Improvements

The boiler system's underground pipes were completely replaced throughout the campus. The new piping was professionally installed and replaced the original equipment initially installed during construction in 1961. With no breaks in the lines, steam is channeled from the main boiler system, through the underground pipes, to the majority of buildings and to all housing units to provide heating and hot water.

Administrative Initiatives and Improvement

Bridge City had several improvements in 2010 in the areas of monitoring, food services and health services.

The facility and agency decided to pursue accreditation by ACA (American Correctional Association). An informational ACA rollout was held for staff and youth at which a detailed presentation was delivered to explain the purpose, meaning and goals of ACA, as well as a brief synopsis of how this monitoring tool will provide a safer environment, improve training, upgrade operations and much more. Information on ACA's history, standards and data was distributed campus-wide to staff and youth. This information included a brief explanation of the audit process and how ACA relates to everyone on campus. Question and answer sheets were given out with information on daily routine processes. Brief training sessions were held with the unit managers during Senior Team meetings. In preparation, ACA files were distributed weekly, policies were revised and supportive documentation for processes were collected.

In the food services department, staff implemented the use of Pera-Ware to move the youth away from use of plastic utensils. This is a part of the LAMOD process and is also a step toward the facility's goal of making the meal experience more homelike.

Correct Care Solutions (CCS) assumed delivery of all medical and mental health services. In connection with this transition, nursing and mental health staff were hired and trained. In addition, electronic medical record-keeping was implemented.

Jetson Center for Youth (JCY)



Jetson has a rich history. The State Industrial School for Colored Youth opened in 1948 in Scotlandville, just north of Baton Rouge. In 1956 the facility became co-ed. In 1969, the United States District Court ordered desegregation of juvenile facilities. The school was desegregated and the name changed to Louisiana Training Institution (LTI)-EBR. In 1995, it was renamed Louis Jetson Correctional Center for Youth and in 2007, the word “Correctional” was dropped. In 2008, the Louisiana Legislature mandated closure of Jetson Center for Youth by June 2009. However, as the facility was downsized in anticipation of closure, and the therapeutic LAMOD program was implemented, the facility underwent a dramatic change. Legislation in 2009 encouraged OJJ to continue to operate Jetson, retaining the name, and OJJ transformed JCY into a small, regional facility. Today the Louis Jetson Center for Youth is a model program that operates as a fully therapeutic regional facility.

Treatment, Education and Social Activities

Jetson hosted the first Celebration of Change program to honor current and retired employees for their many years of dedicated service and to thank our community partners for their dedication to our youth through volunteering. The program also reflected the many changes and achievements made by the facility and OJJ as an agency.

NFL Hall of Famer Tyrone Keys visited the facility to encourage the youth. He was accompanied by his former teacher, who had inspired him to greater achievement. Several assemblies were held for students with impressive guest speakers including:

- State Senator/President Pro-Tempore Sharon Weston-Broome
- State Representative Patricia Haynes-Smith

- Baton Rouge Police Chief Jeff LeDuff
- Motivational speaker Dr. Rani Whittfield, (aka Dr. Hip Hop)
- Noted authors Dr. Calvin Mackie, author of *A View From the Roof*, and Foxx Rich, author of *The One That Got Away*, spoke with youth at special programs. These books were read by youth and staff as part of the “Get Caught Reading” program.
- Sgt. Michael Walker of the Louisiana National Guard spoke to students at a motivational program entitled “Are you ready for the challenge?”

Jetson made great strides in the education area. On the annual CQIS audit, the Education Division received a 95.5% in 2010. The 2009 audit score was 57 %. Nine students received GEDs and were recognized at a graduation ceremony that included presentation of class rings. East Baton Rouge Parish Mayor-President Kip Holden was the keynote speaker.

The LEAP/GEE test was administered in concert with statewide assessments administered in all schools throughout the state. Our students were very serious about the tests, with 100%

participation in the assessment. The TABE (Test of Adult Basic Education) was administered to 156 students, who showed positive results: 55% of students made progress in reading, 59% made progress in language, and 69% made progress in math.

The STOP, DROP, and READ program was initiated. Every Wednesday, everyone in the school stops to read at a certain time. Life Skills students participated in field trips to events including the Ringling Brothers/Barnum and Bailey Circus and the International Kite Festival.

Vocational education is also a focus at JCY. Scenic Alternative High School has entered into a partnership with the Louisiana Technical College, Baton Rouge campus, to allow eligible students to attend the college to earn an associate degree in graphic design. Three post-GED students attended the graphic arts program. 13 vocational education students received national certification in 4-stroke cycle repair. Once students master the skills needed to become qualified and recognized, they may take the National Board exam. Mark Nelson, training instructor for the Briggs & Stratton Company in Milwaukee, Wisconsin, donated equipment and teaching manuals for use by Small Engine Repair students, who learned how to use, repair and maintain gardening equipment. Another vocational education program, C-Tech network cabling, was initiated with grant funds. Six students received national certification in C-Tech.

The first Annual Champion of Juvenile Justice Award was presented to LA Supreme Court Chief Justice Catherine “Kitty” Kimball at the Celebration of Change program.



State Superintendent of Education Paul Pastorek was the speaker at a back-to-school kick off program in September. This was the first time in the history of Scenic Alternative High School that a state superintendent of education paid a visit.

Teachers participated in several workshops and regional conferences focusing on the goal of improving student performance. A long-term professional development course was conducted using the study book *Teach Like Your Hair's on Fire*. Each teacher presented a chapter from the book. All teachers and the principal were trained and tested, and received TABE Certification by a Senior Evaluation Consultant of CTB McGraw-Hill Companies.

Staff Development and Training

Jetson's employees completed training in LAMOD, safety and leadership as well as their in-service and pre-service training.

Jetson also implemented updates and training associated with the Winter Transitional unit, a specialized unit for youth with aggressive behavioral issues. The Winter Program manual was updated and associated training was conducted for Winter unit staff.

Jetson conducted several LAMOD related training courses and initiatives in 2010. They included:

- LAMOD Booster Training conducted by a MYSI consultant;
- LAMOD Train the Trainer training conducted by a MYSI consultant;
- Processing and quiet time was implemented;
- Dorm schedules were revised to include LAMOD processes;
- Weekly wrap-up meetings were implemented;
- A Saturday Challenge Course was begun;
- Implementation of journaling in general population during group sessions;
- Dorm management was revised to cover all the shifts and moved Assistant Group Leaders to shifts that reduce overtime; and
- The LAMOD Coordinator assisted with LAMOD training for staff of residential group homes.

Two safety related issues were addressed in 2010. The Jetson staff development coordinator and safety officer, along with the central office safety coordinator and staff development director, developed lesson plans and PowerPoint presentations for all of the safety topics. Investigative Services staff trained new cadets in Use of Intervention, PREA and Report Writing, in an effort to reduce injuries to youth during physical intervention. This included the policy guidelines and how to complete an Unusual Occurrence Report and procedures following the use of intervention.

Jetson supervisors participated in leadership training on the following topics:

- Improving Employee Performance Through Coaching,
- Supervisors' training by Louis Moten, MYSI Consultant,

- Ethics,
- training for trainers course on camcorder usage,
- child abuse investigations,
- the federal Prison Rape Elimination Act (PREA).

Physical Plant Improvements

JCY made improvements to the campus and to several procedures. The Maintenance department completed renovation of the Area 3 dining hall. To ensure that work order numbers were not being duplicated, the maintenance department implemented the Daily Work Order Tracking Log. Each building has an identified log and the clerk checks the log for all work orders before assigning a work order number. In addition, the Facility Equipment Management Program Manual was completed.

Administrative Initiatives and Improvements

Jetson Center for Youth addressed areas around food services, investigative services, medical and mental health, monitoring, safety, volunteers, and control center issues.

After several months of major renovations, all food services operations moved from the Area 1 dining hall to Area 3. On September 1 the first meal was served to the youth and staff in the renovated dining hall, which now has the look of a restaurant, with tablecloths and condiments on the tables.

On September 1, a new partnership began with Correct Care Solutions (CCS) to provide medical and mental health services to the youth. The transition of services was very smooth, and our youth are provided quality care. CCS also conducts staff pre-employment health screens/examinations.

The American Correctional Association accreditation process began with an introduction of the process to department heads, who received the ACA Manual and a list of standard responsibilities. A complete facility walk-through was conducted between February and April. All mandatory files were set up in May.

In the area of safety, the safety coordinator completed the Office of Risk Management and OSHA training. The safety officer, along with all the department heads, revised all Job Safety Analyses (JSA). All staff have been trained on the JSAs and it is posted, as required by the Office of Risk Management. A new key control system was also implemented.

63 volunteers received training in 2010.

Changes were made in the control center. NCIC training was conducted on installation of Dispatch Deluxe software, an asset in assisting the primary operator with hits and entry of wanted and missing persons. Fire alarm panels were updated and 700 Mhz radios issued.

Swanson Center for Youth

In 1904, the Louisiana State Reform School for Boys opened in Monroe. It was renamed Louisiana Training Institute for Boys (LTI) in 1908. When fire destroyed the administration building in November 1912, the school disbanded until 1915. In May 1989, the secure care girls' program relocated to LTI-Monroe, remaining for two years, before being transferred to Jetson Center for Youth in 1991. The facility is today called Swanson Center for Youth (SCY). Swanson is the site of two special programs - the Mental Health Treatment Unit (MHTU) and the Transitional Mental Health Unit (TMHU), which together house some of the most challenging youth in OJJ's secure care system.



Treatment, Education and Social Activities

Youth participated in the Habitat for Humanity groundbreaking ceremony on Earth Day, April 22. This was the beginning of an eight week commitment to assisting the Habitat for Humanity project. The Carpentry class participated in these projects to build houses with Habitat for Humanity, and participated in the formal dedication of the homes. Youth also performed clean-up duties along roadsides and at J.S. Clark Cemetery in April.

A Celebration of Change event was held in December. The event was designed to celebrate the changes that have taken place at Swanson since its beginnings in 1904 and also to celebrate the changes anticipated in the future. Retired employees and interested members in the community were invited to enjoy a slide show, guest speaker and a wonderful meal.

SCY hosted several social activities in 2010. A Mardi Gras parade was held, with Dallas Cowboy linebacker Bradie James as Grand Marshal. A Fun Day was held in July for staff and youth, including a crawfish boil, games and interaction between staff and youth. A Fall Carnival held for students, featuring games, face painting and prizes and a pumpkin decorating contest. The Veteran's Day Celebration featured Lt. Col. Gustavius Washington, who spoke to students. The youth also had celebrations for MLK Day and Christmas. Youth and staff participated in the activities which were enjoyed by all.

A new GED testing procedure was put in place. Requirements for taking the pre-test were raised. Students have responded well and are consistently meeting higher standards. Graduation

was held in June for all students who obtained their GED during the previous year. Some students who had discharged returned for the graduation ceremonies. Many family members came and enjoyed the program and the recognition of our students.

Swanson implemented a Schoolwide Positive Behavior Support Program entitled “R.O.S.E. (Respect Others, Self and Environment).” Students are rewarded for exhibiting positive appropriate behavior with an immediate reward such as a “good behavior ticket (ROSE ticket).” The School Wide Positive Behavior Support Team holds monthly celebrations for honor roll students and students exhibiting positive behavior.

Youth participated in the “Get Caught Reading” program. Two books were completed and the authors of both books took part in a celebration of the project at monthly assemblies. The authors were Dr. Calvin Mackie, *A View From the Roof*, and Ms. Foxx Rich, *The One That Got Away*.

Staff created and planted a "Shakespeare Garden" with donations from local industries. The "Shakespeare Garden" serves as an outdoor study area, with a table, benches and a pond.

Staff members completed a course for training student peer tutors. Teachers were also trained as TABE test administrators.

Southside High vocational programs passed the NCCER audit with zero noncompliance issues. In addition, C-Tech vocational classes began.

Physical Plant Improvements

SCY staff are assisting in the transition of the facility in Columbia from DHH to OJJ. A maintenance staff was assigned to the facility full-time in June to prepare for the opening, scheduled for 2012.

Administrative Initiatives and Improvements

Swanson implemented improvements around staff efficiencies utilizing electronic documents and an enhanced digital telephone system. The standard operating procedures for key control, tool control and management of flammable, toxic and caustic substances (FTCs) were revised.

The American Correctional Association accreditation process began. A walk-through of all buildings was conducted in February and March. A matrix was developed for each building and area to determine what needed to be done to prepare the physical plant for the ACA audit. All ACA files were set up with policies and procedures and checklist in each. The process of obtaining and updating documentation is ongoing. A Welcome Book for auditors was completed. Outcome measures were taken each month.

Female Secure Care

In 1926 the State Industrial School for Girls opened in Ball, in rural Rapides Parish. In 1989 the facility closed and the program moved to Swanson Center for Youth in Monroe. Two years later the girls' program was transferred to Jetson Center for Youth. The Jetson girls' program closed in 2005 and secure care girls were placed in contract facilities around the state. Today secure care for girls is provided at Ware Youth Center in Coushatta.

All girls committed to OJJ for secure care are placed at Ware Youth Center in Coushatta, where they are housed in a state-of-the-art complex built in 2009 to accommodate the needs of this population. The youth are housed in three individual cottages with a capacity of eight girls in each, for a total of 24 youth. Each cottage has its own social worker assigned to work with the youth.

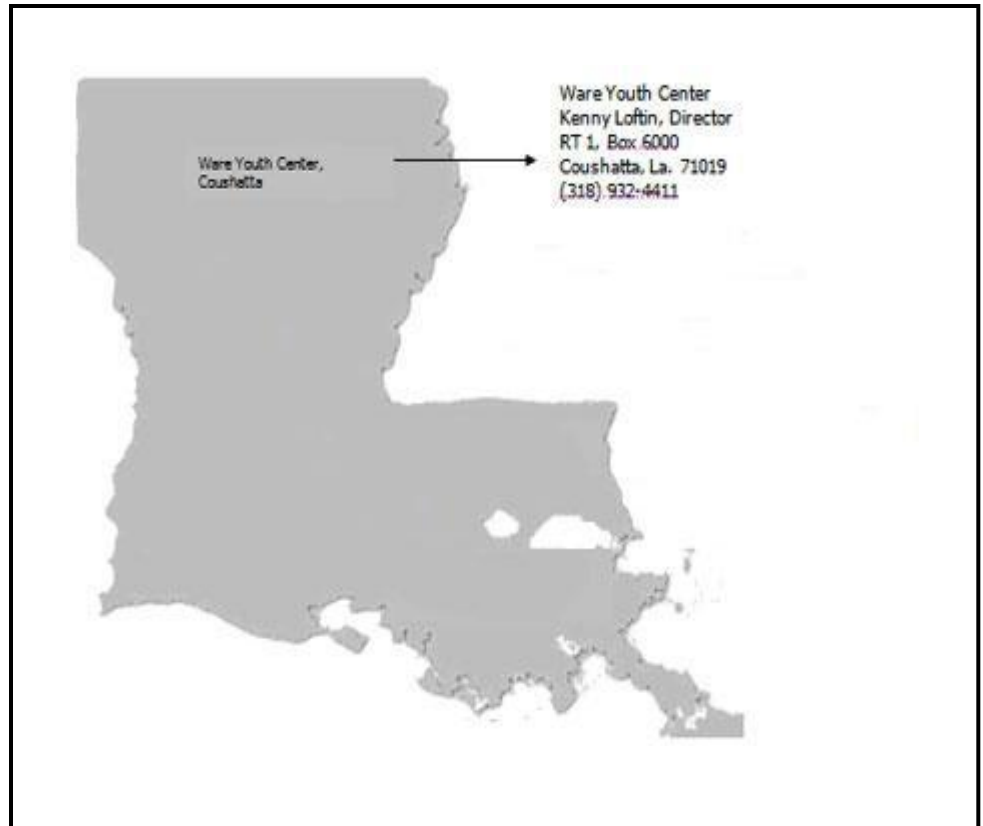
LAMOD

In January 2010, Ware Youth Center partnered with the Missouri Youth Services Institute to assist in implementing the LAMOD program. MYSI began the training in February 2010, and all three cottages have

fully implemented the LAMOD process. In order to create the therapeutic milieu called for by the LAMOD program, all three cottages received a facelift and the staffing patterns were changed to provide the necessary services. The girls thrive in their new environment and have adjusted to the changes and challenges of the new system.

Activities

As part of OJJ's *Get Caught Reading* program, the girls had the opportunity to read a book by Louisiana author Foxx Rich, and visited with the author. The girls enjoyed visiting with her and asked pertinent questions, as the author had served time at the Louisiana Correctional Institute for Women at St. Gabriel. Ms. Rich visited Ware on several occasions to motivate the youth and address problematic issues for the female population. The girls thoroughly enjoyed these visits. Ms. Rich looks forward to continuing to visit with this population.



During 2010, 29 girls were admitted and exited the program. Some youth were discharged to their parents while others were stepped down to residential facilities, either at Ware Youth Center or in residential programs elsewhere in the state.

OJJ Accomplishments and Initiatives

PREA

The Prison Rape Elimination Act (PREA) is a federal law signed into law in 2003 by the President of the United States. PREA establishes a zero-tolerance standard against sexual assaults and rapes of incarcerated persons of any age. This makes the prevention of sexual assault in OJJ facilities a top priority.

In order to ensure compliance with PREA, OJJ established a PREA Steering Committee. This committee began to meet regularly to raise awareness of the Prison Rape Elimination Act (PREA) and undertake a renewed dedication to advancing OJJ's PREA efforts. The Steering Committee is dedicated to education on PREA initiatives and to continuous improvement in training, security measures, health/victim services, and physical plant issues, as well as areas in community/family involvement. PREA Steering Committee members meet quarterly to review the latest PREA resources, to advance agency efforts and initiatives, and review any PREA-related incidents or concerns. Committee members have attended training sessions, and participated in on-line PREA training through the National Institute of Corrections (NIC).

Committee accomplishments include:

- Drafted and implemented agency policy on PREA
- Participation of committee members in on-line PREA training provided through the National Institute of Corrections
- Developed training for staff/youth including:
 - initial and ongoing training for staff
 - PowerPoint orientation program for youth
 - created posters that are displayed at the secure care facilities and residential group homes to raise awareness
 - flyers were created and distributed to all OJJ youth
 - established of the Sexual Assault Response Team (SART) at secure care facilities
- Physical plant improvements, including:
 - shower stall and restroom partitions
 - visibility windows in counselors' offices
- Routine review of all PREA-related incidents
- Specialized training for Investigative Services provided through a technical assistance grant from the National Institute of Corrections (NIC)
- On-site visits to secure care facilities to assess the effectiveness of policy and procedures relating to PREA
- Revision of OJJ's protocol for juvenile sex offender risk assessments

PREA Training

All facility, regional office and central office staff have received training on PREA issues. The training materials included the PowerPoint program developed by the PREA steering committee and the video, "Keeping Our Kids Safe," distributed by the U.S. Department of Justice/National Institute of Corrections. All staff members were required to sign a receipt of the PREA information form, which was forwarded to Central Office Human Resources, for employee records.

All new OJJ staff receive PREA training during their initial orientation training. Refresher training on PREA is an annual training requirement for all staff, according to OJJ policy.

Interviews with staff were conducted at Swanson and Bridge City during visits to the facilities in 2010. Staff were asked a series of questions regarding PREA, their role during a possible PREA incident, and their responsibilities in reporting PREA related incidents. Staff were also asked for recommendations regarding PREA training.

SAVRY

SAVRY is the Structured Assessment of Violence Risk in Youth, an evidence-based assessment designed to assist professionals in making judgments about a youth's needs for case planning. This assessment includes 24 risk/need items which were identified in existing research on adolescent development and on delinquency and aggression in youth. Six protective factors are included in the SAVRY, which have also been identified by current research as potentially mitigating the risk of future violence and delinquent activity.

OJJ comprises 11 regional field offices and three male secure care facilities. Four regional offices were selected to pilot the SAVRY process. Supervisors from the New Orleans, Baton Rouge, Hammond and Thibodaux regional offices completed the initial orientation training in November 2008 and Master Trainers training in February 2009. The Probation and Parole Field Officers received training in May 2009, with implementation in all pilot regions in June 2009. The remaining regional office staff completed Master Trainers training and Field Officers training, beginning in August 2009, with full implementation in all regional offices by February 2010. In OJJ's secure care facilities, Social Service Counselors/Social Workers/Supervisors from Bridge City and Jetson completed Master Trainers and Staff training in June 2010, with implementation in October. Swanson and Ware Youth Center Social Service Counselors/Social Workers/Supervisors were scheduled for Master Trainers and Staff training 2011. Training was scheduled for the staff of the non-secure programs in early 2011.

The SAVRY is administered by the Probation Officer assigned to the case from the Region of Origin.

The assessment is administered in the following circumstances:

- prior to completing a Pre-dispositional Investigation (PDI) Report
- initial assessment for probation cases in excess of 6 months - complete within 30 days (unless completed for PDI)
- reassessment of probation cases every 6 months
- reassessment of secure care cases every 6 months

- reassessment of non-secure care cases every 6 months
- new adjudication if the SAVRY has not been completed in the past 90 days - complete within 30 days
- reassessment when a major change occurs

When making recommendations to the court, Probation Officers consider the youth's overall level of risk for reoffending or for being violent, and the items identified in the SAVRY, as contributing to the youth's delinquency. This information is presented to the court. The Service Plan/Case Plan directly relates to the results of the SAVRY assessment. Goals are developed based on the identified risk/needs of the youth. Re-assessments are held approximately every 6 months, and new information is integrated into the service plan. Regular monitoring and updating is completed when a youth experiences major changes.

A "service matrix" and an inventory of services available in each community were developed with risk level by need area, which includes the following:

- mental health/emotional stability
- education/employment
- substance use
- disruptive behavior/antisocial attitude

Regular booster training sessions are scheduled in field offices and secure care facilities. The refresher training includes a test case, policy review, review of data, clarification of identified problem areas, updates and a question and answer session.

SAVRY training was completed for all three facilities. Training and review of three test cases were also concluded with the facilities. Facility staff began conducting SAVRY reassessments at the three male facilities and Ware Youth Center for girls.

Restorative Justice

Restorative justice is a social movement that seeks a therapeutic approach to reparation for crimes against individuals and communities. Restorative justice encourages offenders to earn back the approval of society by repairing the harm they have done, often by considering the offense an act against the community as well as an individual. Programs for reparation are carried out within the community. Some projects create an awareness of the harm done by the offense; other projects operate on the premise of giving back to the community. OJJ youth have been active in such community services as working for Habitat for Humanity to help build homes for disadvantaged people in Monroe, visiting residents of all three Louisiana War Veterans homes, helping out at nursing homes and soup kitchens and community cleanup projects.

The OJJ Restorative Justice Committee works to implement a coordinated program of restorative justice projects for youth in our secure facilities as well as those receiving community-based services. Following is a sampling of the restorative justice projects pursued by OJJ youth.

Jetson Youth Serve at the St. Vincent de Paul Kitchen

Youth and staff members from Jetson volunteered at the St. Vincent de Paul soup kitchen, which serves the poor and homeless. The youth and staff put on aprons, gloves and hats and assisted with serving hot meals and beverages, and cleaning up after the meal was served. The youth were excited about giving back to the community. The staff at St. Vincent de Paul praised the youth for their excellent behavior, encouraged them and invited them to return.

National Crime Victims Awareness Week

Youth throughout OJJ commemorated National Crime Victims Awareness Week with a number of activities.

- At Jetson, individual housing units commemorated Victim Awareness Week with activities that included poster, poem and essay contests, a memorial balloon release, creative greeting cards and role play. The week included excitement, fun, emotional testimonies and intense group sessions on victimization. One youth created a poster entitled "Play Time Over" in which he reflected on being a victim as well as victimizing others. Another youth's poster honored his deceased brother and sister who were killed at a young age. Still another youth created a poster on abuse titled "How does he treat her so." The ideals celebrated during the week gave hope to all that they must learn the power of fairness, dignity and respect.
- Swanson youth participated in Crime Victims' Awareness Week by taking part in an exercise on forgiveness sponsored by Chaplain Ricky James. Youth also took part in essay, art and poetry contests in the school based on the theme of Crime Victims' Awareness Week.
- Regional offices worked with group homes to have residential youth participate in poster and essay contests, and Probation and Parole Officers served as judges. One essay contest theme was "What If I Were a Victim of My Own Crime"? Winners received prizes such as restaurant gift cards donated by OJJ staff members. Some offices hosted assembly programs where guest speakers who were victims of violent crimes talked about how crime and violence changed their lives. The events also included poetry reading, singing, and an art show to bring awareness to the aftermath of violent crimes. Some youth made and sold bracelets with the proceeds going to a charity for victims.
- Some residential programs utilized Victim Impact Lessons to enhance youths' knowledge about how their actions affect individuals physically, emotionally, financially and spiritually. Several community clean-up projects were held, where youth worked on cleaning up and beautifying a neighborhood. Some programs had youth plant flower or vegetable gardens in honor of victims, and write letters of apology to schools for damage to property.
- Victim's Awareness Day at some programs included therapeutic groups that watched a movie about "Who are the Victims of Crime?" (the victim, family, community and perpetrator) A mock candlelight vigil was held where the youth colored sheets with a picture of candles and wrote letters to their victim on the back. Youth also participated in "Walking One Day in the Shoes of the Victim." They wrote one word on a canvas shoe to describe how a victim feels - remembering what it feels like to walk in their shoes. The group discussed making amends, restitution and apologizing. Each youth wrote an apology to one individual that they hurt.

International Day Against Substance Abuse

Many programs recognized International Day Against Substance Abuse with poster and essay contests.

- For example, Alexandria OJJ has been using the posters that youth create to decorate their lobby. Program managers hope our youth can reach their peers through artwork and poster boards. They report that it is refreshing to see youth putting so much research into their projects.
- Some residential programs acknowledged International Day Against Substance Abuse with programs including guest speakers, video performances and their own talent in creating informative, inspiring and entertaining “Just Say No” commercials. It was as apparent that youth put a lot of time, effort and thought into each project.
- Probation Officers gave anti-substance abuse presentations for youth and parents about the effects and dangers of abusing alcohol and illegal drugs.

Independence Day

Independence Day was celebrated in many areas with essay contests.

- One office mailed an essay page to youth under their supervision, with the question “What does the Fourth of July mean to you?” The youth received postage-paid return envelopes to mail their essays back so they could be posted for viewing in the office lobby. Other youth were asked to write about “What Freedom Means to Me” on banners.
- One program employed a full curriculum on Independence Day, starting with a pre-test to find out how much the youth knew about Independence Day. The youth learned about the significance of the Declaration of Independence and the U.S. Constitution through reading and discussion; reading the Preamble to the Constitution and creating a set of pictures to illustrate it; creating a version of the Declaration of Independence in the form of a song, poem, comic strip, or picture book; and an activity on the topic of the three branches of government.

One of the quotes selected reads,
“He who cannot forgive breaks the
bridge over which he himself must
pass,” by George Herbert.

International Forgiveness Day

International Forgiveness Day activities afforded youth an opportunity to describe, in their own words, what forgiveness means to them and the

significance of being able to actually render forgiveness. One student stated, “You lose friendships if you don’t forgive.” Another student stated, “It’s not God like not to forgive.” For International Forgiveness Day, some youth wrote letters asking forgiveness from someone they had wronged, or giving forgiveness to someone who wronged them. The letters were for their personal benefit, not to be sent or mailed.

- Swanson youth participated in a restorative justice project where they selected a quote related to forgiveness. They wrote the quote on a piece of tissue paper, as well as a list of

anyone who may have caused them harm in the past, and those whom they have offended as a result of being angry or violent. Each youth read the quote and the names of those they wanted to forgive, as well as those from whom they wanted forgiveness. They placed the tissue in a bucket of water and allowed the paper to dissolve.

- One office designed several activities around the idea of forgiveness. Each youth was given a large rock, big enough to be uncomfortable to hold, that would get in the way of normal activity, at the beginning of a lesson. Youth were told they could not put their rocks down, they must hold them constantly on their own, and they could not rest them on anything else. The youth were engaged and involved with the lesson while holding the rocks. After a few activities while holding the rocks, they were asked if their rocks were bothering them yet. What about if they carried them every day? What if they had to hold on to them while they were using the restroom? Playing sports? Sleeping? The students were asked what they thought the rocks symbolized and what this was supposed to teach them. The rocks were symbolic of holding grudges, or withholding forgiveness from other people. They questioned who is affected when we hold a grudge, or harbor bitter feelings toward someone else. They discovered that when we withhold forgiveness we are only hurting ourselves. It was not a game, but was a great object lesson.

Studious Behavior Awareness Day

- For Studious Behavior Awareness, Probation Officers discussed with youth the importance of education, their educational and career plans and goals, how studying relates to their success in achieving personal goals, and creating a map/outline to assist with their goals. Before going to court, youth wrote in their journals about their future educational goals, the importance of achieving these educational goals, and careers they would like to pursue.
- Probation Officers also coordinated projects at group homes where youth were asked to write a paragraph on studious behavior and forgiveness. The youth were asked to read and discuss their paragraphs. Following the discussion the youth were counseled on both topics by the facility's counselor. The youth were separated into two teams and allowed to put together a skit on their assigned topics. The youth eagerly participated in the project, and their essays were meaningful and informative. Centered around the skit was the object of learning to work together as a team.

Sex Offender Awareness Activities

One adolescent sex offender group meets on a weekly basis in the Hammond OJJ office. The background and goals of the program were explained to the group and they were asked to come up with a project that would allow them to “give back” and also help survivors of sexual abuse. The group decided they would create a sexual abuse prevention book as a tool to learn ways to remain safe from sexual abuse situations.

Milestones

Medicaid Application Certification

Regional offices and facilities received Medicaid application certification, so that eligible youth will not have a gap in service as reintegration into the community occurs, increasing the likelihood of successful outcomes.

Recidivism Rate

The reform efforts are paying big dividends in terms of positive outcomes for youth. Our recidivism rate for youth one year after release from secure care is down 3 percentage points over the previous year, from 20.7 to 17.6 percent. OJJ continues efforts to utilize what we have learned to ensure that our youth become law-abiding citizens.

LAMOD

The major components of LAMOD are in place at all of our secure care facilities. We are now working on improving the qualities of these processes. OJJ trained the staff of the contract providers' residential facilities in LAMOD and conducted follow up visits to ensure fidelity to the model, and we continue to offer technical assistance.

Sex Offender Treatment Program

OJJ's Sex Offender Treatment Coordinator trained juvenile judges and district attorneys on the sex offender program. OJJ hired new sex offender treatment providers in the community, trained them in the curriculum and provides on-going supervision. The Juvenile Justice and Delinquency Prevention Board receives quarterly updates on this program.

Motivational Interviewing

The secure care facility and regional office staff receive training on evidence-based Motivational Interviewing (MI) as part of their orientation pre-service training. A refresher is also part of the annual in-service training schedule. During 2010, a Motivational Interviewing Training for Trainers was conducted by LSUHSC at Central Office in Baton Rouge. Facility and regional office staff who teach the Motivational Interviewing classes to the staff in pre-service and in-service training were trained, after which MI training for all staff in each regional office was conducted.

Partnerships

Workforce Development/JOB1

In 2010, OJJ partnered with the JOB1 Youth Career Center in New Orleans to help OJJ youth with work readiness development. This partnership is specifically targeted for youth who are exiting the evidence-based therapeutic treatment program at Bridge City.

Two staff members from JOB1's Youth Career Center visited the selected group of youth once a week for 12 weeks, then a new group was selected. JOB1 staff employ a number of methods to

teach and engage students, including traditional lectures, role playing, guest speakers and hand-outs.

The curriculum of JOB1's Work Readiness Program includes:

- social-skills development
- self-esteem training
- goal-setting
- appropriate attitude
- effective communication
- time/money management
- résumé writing
- interviewing techniques
- entrepreneurship training
- keeping a job once it's acquired

JOB1 awards a Certificate of Completion to all who finish the program. Upon release from Bridge City Center for Youth, New Orleans area youth who complete the required training are eligible for several incentives through JOB1, including educational assistance, occupational training opportunities, employment assistance and support services.

ITA Scholarships

JOB1 also pledges Individual Training Account (ITA) scholarships to 20 highly qualified youth, provided that they:

- reside in Orleans Parish
- are eligible for WIA expenditures
- meet minimum requirements for training

Children's Cabinet

The Children's Cabinet, in conjunction with the Caddo Parish Children and Youth Planning Board, hosted a north Louisiana Summit in Caddo Parish. Participants included all active boards in north Louisiana and community leaders in parishes with non-existent or inactive boards. Several regional OJJ staff participated. Dr. Mary Livers addressed the audience about OJJ initiatives. OJJ has been working with the Children's Cabinet to help identify a community assessment that can be made available to local boards. OJJ actively participates in monthly Children's Cabinet Advisory Board (CCAB) meetings.

Children's Cabinet Advisory Board

The Louisiana Children's Cabinet Advisory Board is a body composed of agency representatives, nonprofit organizations and community leaders. The purpose of the advisory board is to provide information and recommendations from the perspective of advocacy groups, service providers, and parents. One of the primary objectives of the Children's Cabinet Advisory Board is to offer recommendations to the Children's Cabinet on funding and budget priorities. OJJ presented agency priorities at the August CCAB priority retreat. OJJ also presented on individual programs at the November CCAB budget retreat. OJJ's contracted programs providing out of home placement for youth in non-secure residential treatment facilities gained

support from the CCAB and was listed as a recommendation to the Children's Cabinet for continued budgetary support.

Children and Youth Planning Boards

Children and Youth Planning Boards (CYPB) were created through Act 555 of the 2004 Legislative Session to further promote the intent of the Juvenile Justice Reform Act of 2003, and address the many issues and needs of at-risk children and youth at the local level. The purpose of the CYPBs is to assist in assessment, alignment, coordination, prioritization and measurement of all available services and programs that address the needs of children and youth. This includes children and youth at risk for, or identified with, social, emotional, or developmental problems, such as educational failure, abuse, neglect, exposure to violence, juvenile or parental mental illness, juvenile or parental substance abuse, poverty, developmental disabilities and delinquency. These local boards comprise a wide range of public and private service providers.

The boards are tasked with encouraging collaborative efforts among local stakeholders for assessing the physical, social, behavioral and educational needs of children and youth in their respective communities and assisting in development of comprehensive plans to address such needs.

Revised Statute §46:1941.8 requires that each CYPB complete an annual report and submit it to OJJ. In 2010, a new format was created for the annual reports, designed help OJJ and the Children's Cabinet gain a better understanding of the status and needs of each planning board, and allow the Children's Cabinet to more efficiently meet its statutory charge to provide outreach, training and technical assistance to local planning boards.

Regional offices and OJJ program specialists participate in local CYPB meetings.

Coordinated System of Care (CSoC)

Coordinated Systems of Care (CSoC) is an initiative of the Jindal administration, led by the Office of Juvenile Justice, the Department of Children and Family Services (DCFS), the Department of Health and Hospitals (DHH) and the Department of Education (DOE).

CSoC is an evidence-based model that is part of a national movement to develop family-driven and youth-guided care, and to keep children at home, in school, and out of the child welfare and juvenile justice system. An important CSoC goal is reduction of highly restrictive out-of-home placements through creation and maintenance of coordinated and effective community based services. Louisiana's CSoC will initially serve children and youth with significant behavioral health challenges or co-occurring disorders, who are in, or at imminent risk of, out-of-home placement. OJJ has actively participated on every level in planning and implementation of CSoC. OJJ has representatives on the CSoC leadership team, planning group, all workgroups and the governance group.

John D. and Catherine T. MacArthur Foundation Models for Change Partnership

In 2005 Louisiana was selected as one of four Model for Change (MfC) sites nationwide by the John D. and Catherine T. MacArthur Foundation. Since that time, OJJ has partnered with MfC

on several initiatives. In 2010, OJJ used Models for Change partnerships to compile a juvenile justice data indicator report showing trends and comparisons between districts. MacArthur assistance also enabled OJJ to fully implement the SAVRY assessment. OJJ and the Louisiana MfC lead entity have established a great partnership and work closely through grant work, training sessions and educational conferences.

Second Chance Act –Pathways Re-Entry Program

Louisiana has received funding through the U.S. Department of Justice’s Second Chance Act Grant Program. OJJ has partnered with LSU’s School of Social Work to develop and evaluate a multi-faceted reentry program serving youth in the New Orleans and Acadiana regions. The Second Chance Act grant complements OJJ’s efforts to transform its system from a custodial juvenile justice model to a therapeutic model of care. OJJ has contracted with the service provider, Cadence of Acadiana, in the rural Acadiana region of southwestern Louisiana, to ensure that local youth get back into school, receive adequate drug counseling and transition smoothly back into family life. Cadence also receives clients from a number of non-secure and secure care facilities located all over Louisiana.

OJJ has also partnered with the Youth Empowerment Project (YEP) in the urban New Orleans area. YEP strives to ensure that youth return to safe homes, receive excellent workforce-development training and take part in group counseling and problem-solving sessions.

2010 was a building year for OJJ’s Second Chance Act federal grant for evaluation and implementation of Pathways, a re-entry program serving youth in the New Orleans and Acadiana regions. OJJ hired a grants coordinator and finalized contracts with subcontractors to link with New Orleans and Lafayette secure care youth to implement the re-entry plans developed for them. OJJ also began working with the LSU School of Social Work to develop a data set for tracking the performance of the Pathways framework, study the data and compare the difference between a six-month program and a one-year program. When the grant is completed, OJJ will have created a replicable, evidence-based re-entry program.

Community and Professional Involvement

Secure Care Facilities Offer Tours and Events

The secure care facilities host events and tours for a variety of audiences. Tours are offered to provide a first-hand experience for visitors who want to meet youth and staff, observe and participate in therapeutic processes and see the physical plants. By de-mystifying our secure care facilities, OJJ shows visitors what they look like, who our youth are and how they are changing their lives and learning to make healthier decisions. In 2010, our facilities hosted tours for judges, district attorneys, LA Supreme Court Chief Justice Catherine “Kitty” Kimball, former NFL player Tyrone Keys, State Superintendent of Education Paul Pastorek, many elected officials, a group of Calcasieu Parish visitors and numerous other invited guests.

OJJ Creates Champion of LA Juvenile Justice Award

OJJ presented the first annual Champion of Louisiana Juvenile Justice Award to Louisiana Supreme Court Chief Justice Catherine “Kitty” Kimball, at a Celebration of Change event held at

Jetson Center for Youth. “We wanted to have a way to recognize people who have worked so hard and championed the cause of juvenile justice reform,” Dr. Mary Livers said. “We created the Champion of Louisiana Juvenile Justice Award, and I can think of no one more deserving of this first annual award than Chief Justice Catherine “Kitty” Kimball.”

Louisiana juvenile justice has undergone a systemic change since 2003, ranging from increased community-based treatment to decreased secure care. “These changes were brought about by the dedication and hard work of people who were determined to provide better conditions and services for Louisiana youth,” said Dr. Livers. “Our critics from the 1990s would not recognize the 2010 juvenile justice system in Louisiana. The Office of Juvenile Justice could never have transformed the system without the system’s stakeholders who fought for change.”



Three governors, members of the legislature, the judiciary, district attorneys, law enforcement and other state officials worked together with parents and other stakeholders to make sure that OJJ received the support and resources needed to make the reforms a reality.

Throughout her career, Justice Kimball has championed reform of the state’s juvenile justice system. “Today, we are seen as a progressive model, and we have the tireless efforts many people to thank for our progress, none more dedicated than Justice Kimball,” Dr. Livers said. During her legal career, Justice Kimball championed reform of the state’s juvenile justice system, which a few short years ago was widely considered substandard. “Justice Kimball spent untold time and effort working to transform our secure care facilities, and the entire continuum of juvenile justice services throughout the state, to provide more effective services for Louisiana’s at-risk youth,” Dr. Livers said.

Justice Kimball wrote to Dr. Livers, thanking OJJ for the award: “I am extremely honored to have been selected as the first recipient of the Louisiana Champion of Juvenile Justice Award....When I read the article in The Advocate about Jetson Center for Youth, I recalled my previous visits...It was very gratifying to read about the many positive changes that have occurred since my visit. Thank you again for this incredible honor.”

Dr. Livers presented the award plaque to Justice Kimball at a meeting of the Juvenile Justice Implementation Commission (JJIC), of which Justice Kimball is a member. Two Jetson youth attended the JJIC meeting to read letters they wrote to Justice Kimball thanking her for her efforts on behalf of Louisiana’s youth.

Each of the secure care facilities hosted a Celebration of Change to recognize past and present employees and stakeholders for their contributions to systemic reform and the transformation of our secure facilities into the therapeutic model.

National Association Memberships

A number of OJJ executive team members are active in national professional organizations and hold offices, chair committees, and hold committee assignments. Many staff are members of national organizations, including American Correctional Association (ACA), North American Association of Wardens & Superintendents (NAAWS), Association of Women Executives in Corrections (AWEC), and the American Probation and Parole Association (APPA).

Deputy Secretary Dr. Mary Livers serves as Treasurer of the American Correctional Association (ACA). She is also a member of the North American Association of Wardens & Superintendents (NAAWS) and is a founding member of Association of Women Executives in Corrections (AWEC), for which she serves as chair of the National Voice Committee.

Chief of Operations/CQIS Ellyn Toney chairs the ACA juvenile corrections committee.

Deputy Assistant Secretary-Community-Based Services Carolyn B. Lewis is an ACA auditor.



ACA Best in the Business

Col. Louis Hyatt, Director of Investigative Services, was featured in the Best in the Business/June issue of ACA's publication, *Corrections Today*. Col. Hyatt was cited for bringing his many years of law enforcement experience to OJJ, and treating youth with respect, while expecting to receive respect in return. Dr. Livers is quoted in the story as saying, "Investigative Services treats youth with dignity, giving them a source to air their grievances and concerns."

Other OJJ staff were submitted to *Corrections Today* for the Best in the Business issue, including Orlando Davis, Monroe OJJ Probation and Parole Supervisor, and Cassandra Washington, Administrative Program Director at Bridge City.

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Chief of Operations/CQIS

Gwendolyn Jones
Director of Human Resources

Carolyn B. Lewis
Deputy Assistant Secretary,
Community Based Services

Kim B. Mims
Director of Education

Sean C. Hamilton
Deputy Assistant Secretary,
Secure Care Facilities & Treatment

Martha Morgan, JD
General Counsel

Karen Stubbs, JD
Deputy Assistant Secretary,
Intergovernmental Relations,
Communications & Training

Kelly D. Smith, MN, APRN, PHCHS-BS
Health Services Administrator

Vanessa Tom
Director of Information Technology

OJJ FACILITIES and REGIONAL OFFICES

Alexandria Regional Office

1510 Lee St.
Alexandria, LA 71301
Tel. 318.487.5252, Toll Free 888.372.9013

Baton Rouge Regional Office

660 N. Foster Dr., Ste. C-200
Baton Rouge, LA 70806
Tel. 225.922.1300, Toll Free 888.372.0995

Hammond Regional Office

42381 Deluxe Plaza
Hammond, LA 70403
Tel. 985.543.4096, Toll Free 888.768.8741

Lafayette Regional Office

130 Chappuis St.
Lafayette, LA 70501
Tel. 337.262.5662, Toll Free 888.372.9010

Opelousas Regional Sub-Office

7359 I-49 Service Road
Opelousas, LA 70570
Tel. 337.948.0287, Toll Free 800.343.9741

Lake Charles Regional Office

807 West Bayou Pines
Lake Charles, LA 70601
Tel. 337.491.2833, Toll free 888.372.9011

Monroe Regional Office

1907 Washington St.
Monroe, LA 71201
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Natchitoches Regional Office

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Natchitoches, LA 71457
Tel. 318.357.3152, Toll Free 888.768.8740

New Orleans/Jefferson Regional Office

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New Orleans, LA 70130
Tel. 504.568.4535, Toll Free 888.372.9006

Shreveport Regional Office

1525 Fairfield Ave., Suite 1053
Shreveport, LA 71101
Tel. 318.676.7020, Toll Free 888.372.9012

Tallulah Regional Office

508 East Bayou Drive
P. O. Box 1309
Tallulah, LA 71284
Tel. 318.574.3552, Toll Free 888.768.8738

Thibodaux Regional Office

1077 Highway 3185
Thibodaux, LA 70301
Tel. 985.447.0902, Toll Free 888.372.9009

Bridge City Center for Youth

3225 River Road
Bridge City, LA 70094,
Tel. 504.436.4253

Columbia Center for Youth

P.O. Box 420, Grayson, La. 71435
132 Hwy 850,
Columbia, La. 71418

Jetson Center for Youth

P. O. Box 97527
Baton Rouge, LA 70874-7527
15200 Old Scenic Highway
Baton Rouge, LA 70874
Tel. 225.778.9000

Swanson Center for Youth

4701 South Grand St.
Monroe, LA 71202
Tel. 318.362.5000